McCombs Career Webinar

Thursday, June 19
How to create an Accountability-Based Culture that sticks!

Presented by
Julie Miller and Brian Bedford
MillerBedford Executive Solutions
(www.millerbedford.com)
Julie Miller & Brian Bedford

- Founded MillerBedford in 2001
- Located in Austin, Texas
- Main areas of expertise:
  - Strategy, Leadership, Organization Development and Culture
- Many years of worldwide HR experience with Motorola
- Our customers are primarily high tech taking us all over the world

www.millerbedford.com
Accountability Killers

- Showing up late - regularly
- Saying you’ll do it …and then you don’t
- Being offended when someone calls you out
- Covering up mistakes
- Blaming others
- Asking others to cover for you
- Ignoring others’ bad behavior
- Failing to take or give feedback
- Making others remind you of your commitments
- Having a “me-first” attitude
“When businesses, families, or individuals decline to be accountable for their actions and decisions, the results can be devastating. Businesses can fail, relationships falter, and reputations shatter. *Culture Without Accountability—WTF?* is full of real life stories of what accountability looks like, and what can go wrong in its absence. This book offers a proven process for installing an accountability-based culture, a platform for success in business and in everyday life.

Available locally at BookPeople
Or online:
Amazon, Barnes & Noble

www.millerbedford.com
Organization Diagnosis/Alignment Model

Strategic Direction
- Purpose & Scope
- High Level Objectives
- Strategies
- Alignment of Work/Goals
- Roles and Responsibilities

Organization Culture
- Values & Behaviors
- History, Assumptions
- Rewards
- Leadership
- Diversity

Organization Capabilities
- Work Processes
- Organization Interfaces
- Systems
- Structure
- Human Assets
XYZ Organization One Page Strategy

Mission
Why does our organization exist? What market do we serve? What are we trying to accomplish?

Values/Behaviors
How will we work together? What behaviors will be expected in order to achieve our Objectives?

Objectives (1-3 year span)
How will we know we have achieved success? What results are required of us?
Examples: X% increase in market share, #1 in market place, X% cost reduction

Must-Dos (for this year)
What are the 3 – 5 critical things we must do in the next twelve months in order to drive towards our Objectives?

Actions Plans with Owners/Timelines
These are the actions required to successfully complete each Must Do. Who’s the leader of this action? When will it be complete?

1. Must Do #1 Who Date

2. Must Do #2 Who Date

Operations Team - 2014

MISSION
To bring quality, cost-effective products to market with agility, efficiency and predictability.

OBJECTIVES (1-3 yr span)

1. Improve cost by $50M above plan
2. Reduce lead time to 13 weeks - order to customer delivery; reduce prototypes to 30 days
3. Install flexible capacity – OTD >95%

MUST DO’s - FY’14

1. Implement a diversified and cost-effective sourcing strategy (Owner name)
2. Design and implement an integrated supply chain management system (Owner name)
3. Effectively implement mandatory compliance programs (Owner name)
4. Improve yields - Drive fallout to wafer sort and improve D0 (Owner name)
5. Establish a formal Release To Production (RTP) process including: risk identification and assessment, recommended corrective actions, and owner sign-off (Owner name)
6. Establish the “drumbeat” meeting as the platform to manage supply and delivery issues (Owner name)

EXPECTATIONS/ BEHAVIORS

D iscipline
A ccountability
T eamwork
A gility
What About Your Organization?

- What would your one page strategy look like?
- What is your mission?
- What are your objectives?
- What are your critical must do’s to support the objectives?
- What values and behaviors are needed to achieve success?

www.millerbedford.com
Accountability - Defined

A personal willingness, after the fact, to answer for the results of your behaviors and actions.

www.millerbedford.com
The Good, The Bad, & The Ugly
The business case for Accountability

- The Good - Accountability done well
- The Bad - Accountability done poorly
- The Ugly - The cost of accountability

We plan to show you that there are huge upsides to accountability and even larger downsides to not being accountable
Good Accountability - Tylenol

- Sept. 1982 - 7 people died after taking cyanide-laced Tylenol
- Johnson & Johnson pulled all products and warned hospitals and distributors
- Johnson & Johnson spent more than $100M for the recall and re-launch
- Tylenol returned to the market in tamper-proof packaging
- James Burke – Chairman was forthright in dealing with the media

www.millerbedford.com
Good Accountability - Tylenol

- The stock recovered to its 52 week high in just two months
- Market share having plunged from 37% to 7% returned to 30% within a year
- The chairman could easily have said – this isn’t our fault, but what good would that have done? There would be no faith in the brand and J&J would have been the biggest loser of all.
Bad Accountability – Penn State

- A sex abuse scandal involving assistant coach, Jerry Sandusky’s assault of boys
- The actions by four senior university officials to ignore the incidents
- An independent report found that the four leaders “failed to protect against a child sexual predator harming children for over a decade” and “empowered” Sandusky’s child abuse.
The Ugly

- Penn State spent $6.5M on the inquiry.
- Sandusky was convicted of 45 counts, and sentenced to 60 years in prison.
- Shultz and Curley were indicted.
- Spanier and Paterno were fired by the University.
- Penn State’s regional accreditation was put on “warning” status.
- The Big Ten Conference imposed an additional $13M fine.
- Civil lawsuits are ongoing. Penn State University has tentative settlements totaling $60M and counting.
- A $60M fine from the National Collegiate Athletic Association
Unquantifiable Costs

- Most significant – The abuse victims!!
- Loss of Reputation for Penn State
- Alums loss of confidence in their alma mater
- Small and large business dependent on income from Penn State
- Loss of revenue for the University
- Parents who don’t want their kids to go to school there

www.millerbedford.com
Who Could Have Saved Penn State?

The Leaders!
Benefits of Accountability

- Your much less likely to have major issues take you by surprise
- When employees say they’ll do something, they can be relied on to do it
- It builds trust at all levels in the organization
- Employees share honest feedback
- Customers will want to do business with you
- Bottom line – you’ll be more successful!

www.millerbedford.com
Culture

How would you define culture in a business?

- The customs, beliefs, individual actions and patterns of behavior of a particular group at a particular time
- “The way we do things around here.”
What Creates Culture?

- Core values and behaviors define culture
- Leadership behavior – “As above, so below”
- Incentives, rewards, consequences
- Feedback
- Follow-through
- Consistency
Miller Bedford Four Steps

- Step 1: Share your accountability vision
- Step 2: Bring accountability to life
- Step 3: Weave accountability into the fabric of the organization
- Step 4: Model the way

www.millerbedford.com
Step One: Share The Vision

- You have in your mind why you want an accountable culture
- Others need to understand why it is critical
Step One: Share The Vision

- Create an elevator speech to answer the following questions:
  - What problem are we trying to fix?
  - Why is accountability important to us?
  - What do we need you to do differently?
  - How will our organization benefit?
Step Two: Bring Accountability to Life

- **Create Accountability Behavior Statements**
  - Always do what you say you’ll do.
  - If you are going to miss a commitment, communicate that as soon as you can, to all who need to know.
  - Take responsibility for your mistakes, as well as for your successes.
  - Always tell the truth.
  - Bring issues up as you discover them.
  - Provide honest feedback.

www.millerbedford.com
Create DOs and DON'Ts

- **DOs:**
  - Do have a clear understanding of your role and responsibilities.
  - Do be open, honest, and truthful.
  - Do surface issues to appropriate people.
  - Do recommend solutions to problems.
Create DOs and DON’Ts

DON’Ts:
- Don’t blame others.
- Don’t make excuses.
- Don’t hope someone else will bring up the problem.
Step 3: Weave Accountability into the Fabric of the Organization

- To make the culture stick, you need to weave it into all the existing systems and processes of the business.
- It should NOT be a stand alone initiative
Step 3: Weave Accountability into the Fabric of the Organization

- Recruiting and Selection
- Performance Management
- Rewards and Succession Planning
- Communication
- Training & Development
- Business Processes and Metrics - Drumbeat
Step 4: Model the Way

- This is where the going gets tough
- Change initiatives fail here
- Employees will be watching to make sure what you say is what you do
Step 4: Model the Way

- Hold yourself accountable
- Set clear expectations
- Hold others accountable to these expectations
- Provide feedback

www.millerbedford.com
Feedback, The Vital Ingredient

- You can’t have an accountable culture without feedback
- Nothing changes without feedback
- Feedback is perceived as negative and should be thought of differently
- People aren’t good at giving it or receiving it
Feedback

- Accountable cultures must have the ability to **Give** and **Receive** Feedback
- Feedback should be:
  - Shared regularly, without delay
  - Expected or asked for by employees
  - Specific
  - Focused on the facts (leave labels out – lazy, stupid)
  - Considered as a gift

www.millerbedford.com
SIS Model

- **Situation** – “When you…
  - Describe the situation
  - What did the person say or do?

- **Impact** - “It is good because, or it was bad because…
  - Describe what impact it had.

- **Suggestion** – “What I would like you to do in the future…”
  - Suggest ways to continue this, or stop this.

www.millerbedford.com
What Makes Accountability Derail?

- Leaders who don’t practice what they preach
- Delegation of accountability
- Making exceptions
- Rewarding the wrong behaviors
- Lack of dedicated, consistent follow-through
- Accountability not reflected in core processes
- Drumbeat on accountability not established
Summary

- Accountability ensures success
- Accountability isn’t easy, but winning makes it worth it!
- Leaders set the tone - As above, So below!
“Julie and Brian run into one of the most pressing challenges for personal and organizational performance, accountability. Their four steps, accessible tools, and pragmatic insights will not only remind people how to be accountable, but also how to ensure it in others. This book should not only be read, but applied. Using its principles would make a dramatic difference in our lives and organizations.”

Dave Ulrich
Professor, Ross School of Business, University of Michigan
Partner, The RBL Group

Available locally at BookPeople and Online at Amazon, Barnes & Noble

www.millerbedford.com
Questions
Thank You!

- The recording of today’s presentation, along with the PowerPoint slides, will be available on our Career Resources web page by early next week:

  http://www.mccombs.utexas.edu/Alumni/Career.aspx

Feel free to contact us!

  www.millerbedford.com
  julie@millerbedford.com
  brian@millerbedford.com