

CREATING A CULTURE OF ACCOUNTABILITY

TEAMS THAT ARE NOT ACCOUNTABLE

- Create resentment among team members who have different standards of performance
- Encourage mediocrity
- Miss deadlines
- Put disproportionate pressure on leaders to discipline

TEAMS THAT ARE ACCOUNTABLE

- Make sure poor performers feel pressure to improve
- Identify problems quickly by questioning one another
- Establish respect among team members
- Avoid excessive bureaucracy



TIPS FOR CREATING ACCOUNTABILITY

SET TEAM GOALS & TEAM REWARDS

- People are less likely to watch someone fail if the entire team is at stake
- The enemy of accountability is ambiguity

ASK QUESTIONS, STRESS INQUIRY

- Agree on goals and then conduct inquiry-oriented dialogue
- Questions help people deconstruct the details and try alternatives without being defensive

BREAK GOALS INTO SPECIFIC ELEMENTS

- Analyze the details that accumulate to produce either success or failure
- Help the team see strengths and weaknesses to hold others accountable to improve