



# Building Cultures of Accountability

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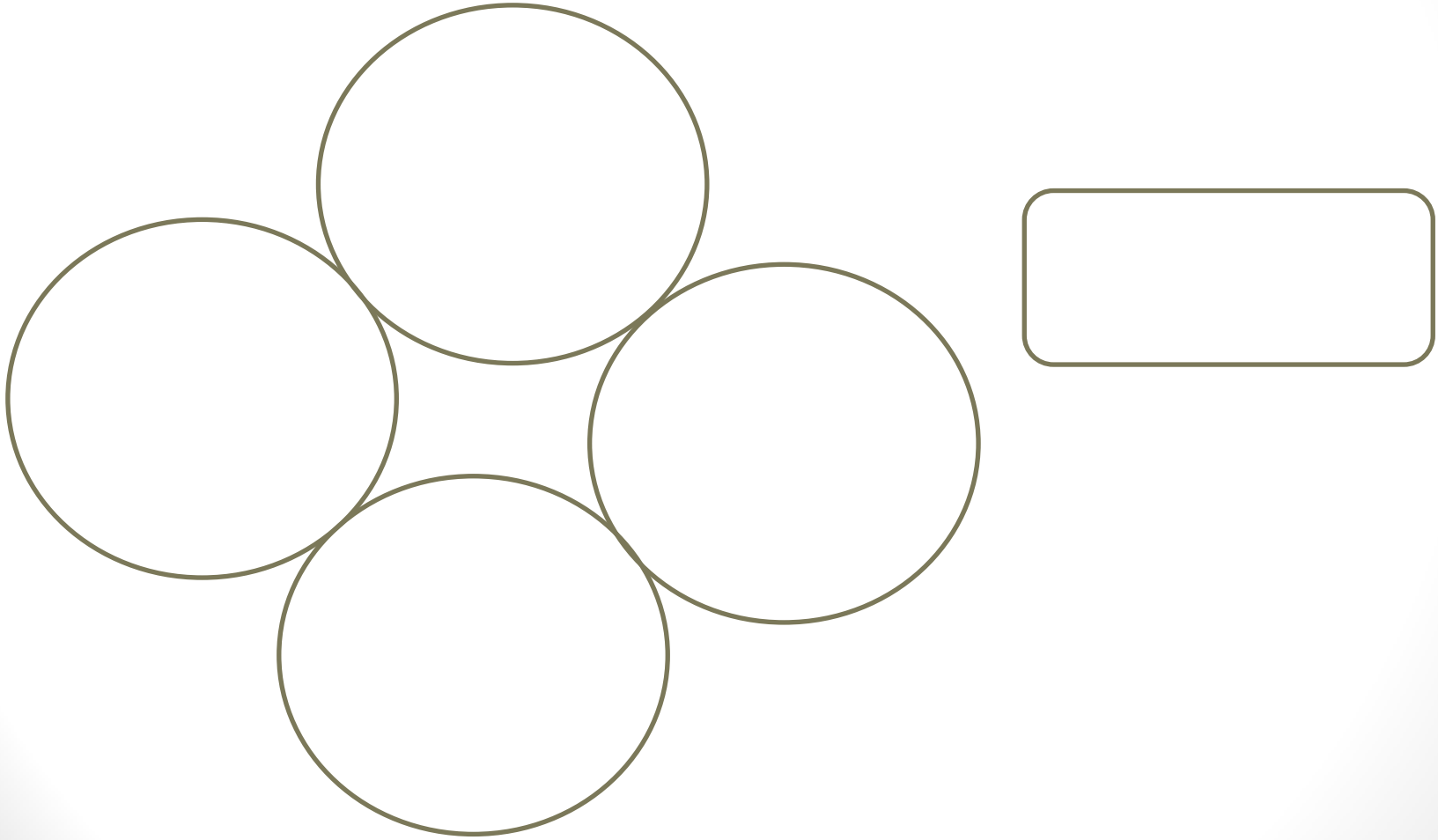
# Bishop House Consulting, Inc.

We help people to realize their God given talents.

We excel locally at building leadership capability within all levels of leaders and the leadership capacity of organizations. We work on-site to be in-person with leaders through training programs and coaching projects focusing on building from the core out. We believe creating deep self-awareness of one's leadership style enables opportunity to build trusted relationships which allows for forming cohesive teams.

We help leaders to seek those keystone behaviors in their core management routines which can be adjusted to allow for initial shifts in their leadership behavior. With continued practice, these behaviors become effective leadership habits resulting in more effective leaders and greater capacity within the organization.

# You Are Here



# Let's Define Our Starting Point

- Culture
  - The organization's values, visions, norms, working language, systems, symbols, beliefs and habits.
  - A set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations.
  - How we get things done.
- Accountability
  - Clear commitments that in the eyes of others have been kept
  - Being reliable
  - It's about being willing to hold yourself to a standard that improves the performance of your organization and also having a willingness to be held accountable by others.
  - Trust

# Employees and Leaders

- Willing to answer for their own outcomes without assigning fault, blame or guilt.
- Seek to change themselves and their contribution to a situation instead of focusing on what others need to do.
- Take responsibility for their own development.
- Don't let the first barrier stop them, or the second or third.
- Self-motivated and are not easily influenced by the negative attitudes of others.
- Quickly turn failures into lessons learned
- Strive for excellence rather than perfection.

# Tapping Employees' Discretionary Energy

- “Discretionary energy” - tapping into the extra they have to give - to build a workforce of innovators and problem solvers.
- In an accountable culture there needs to be very low fear, very high trust, openness and support for people stepping up...so leaders need to watch their reactions.
- It has been said that a leader’s only valuable contribution to the organization is the creation of employee discretionary energy toward goals.

# 2012 Global Workplace Study

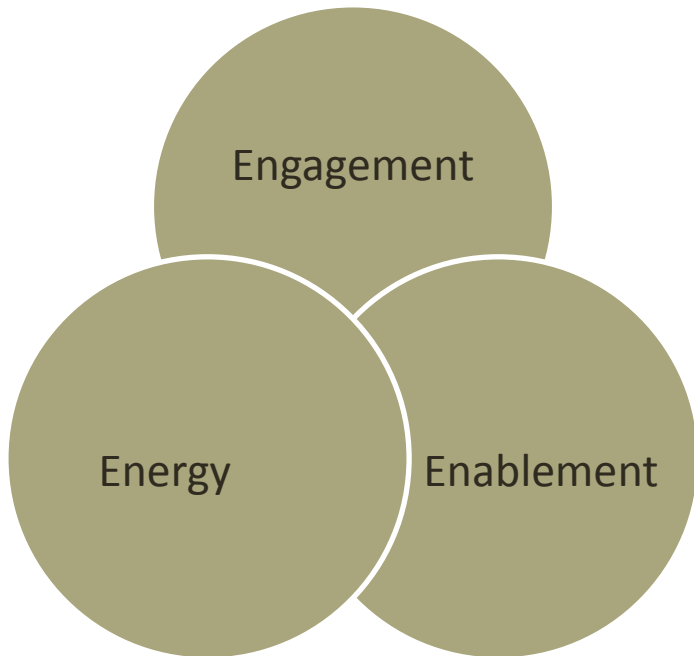
- Towers Watson study of employees attitudes and concerns
- 65% of employees are not highly engaged
- Other key findings from the survey:
  - Stress and anxiety about the future are common.
  - Security is taking precedence over almost everything.
  - Attracting employees is almost entirely about security.
  - Retaining employees has more to do with the “quality” of the work experience overall.
  - Employees have doubts about the level of interest and support coming from senior leaders.

*What are the implications of declining engagement on productivity and performance?*

***The Problem With Leaders is . . .***



# Culture of Belief

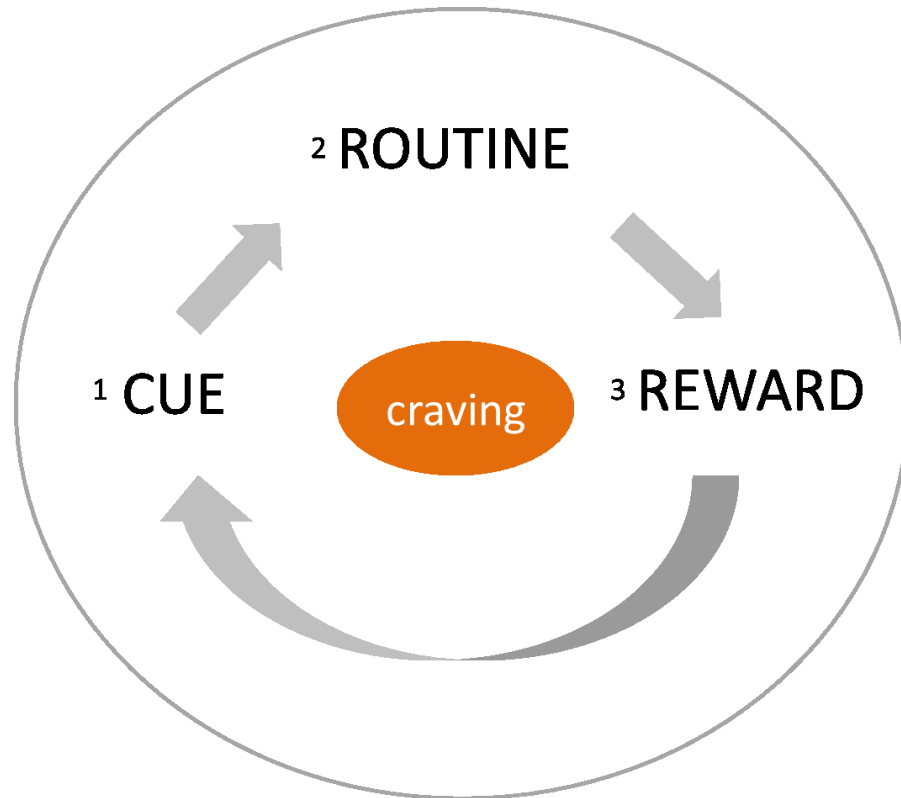
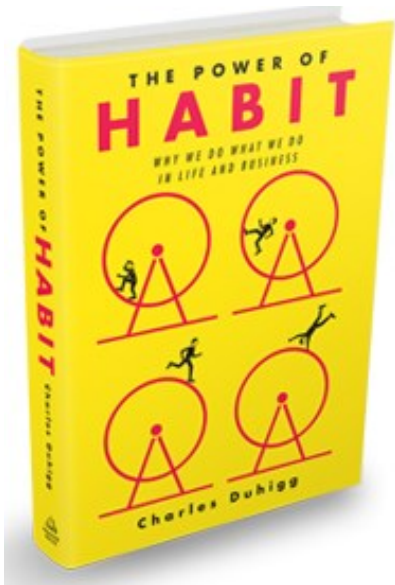


**Engagement:** Willingness to expend discretionary effort

**Enablement:** Having the tools, resources and support to do their jobs

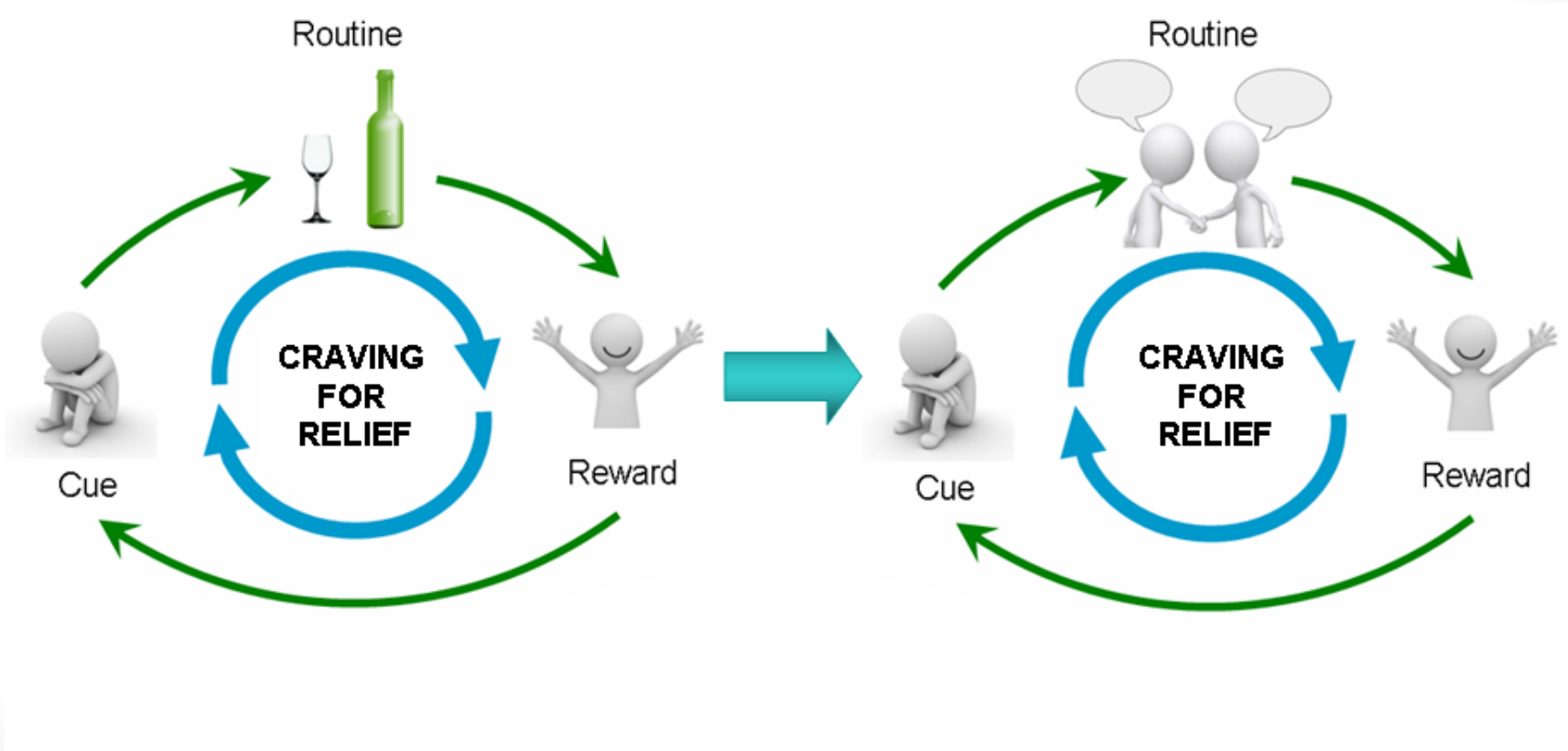
**Energy:** Work environment that actively supports physical, emotional, and interpersonal well-being

# The Power of Behaviors and Habits



*The Power of Habit – Charles Duhigg*

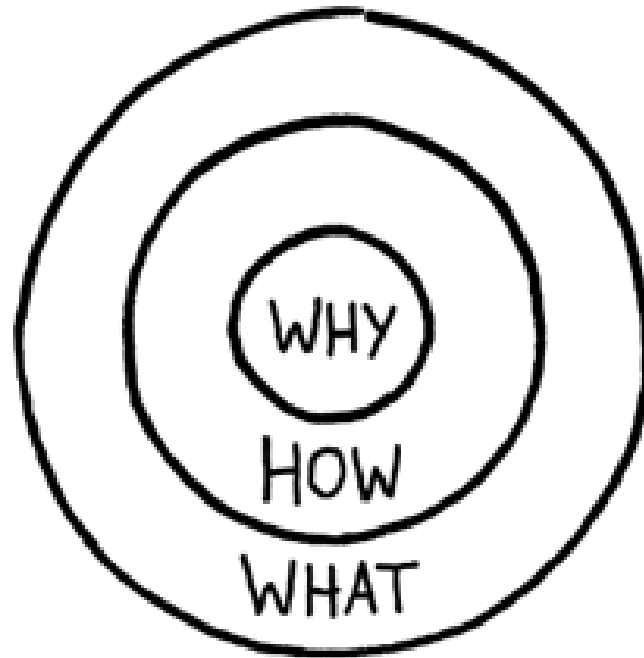
# Change the Routine



# Keystone Habits

- They tell an organization about a certain set of values
- They establish a platform for other habits to unfold
- Focusing on the keystone habit creates the opportunity for small wins
- Steve Jobs. . . “deciding what **not** to do is as important as deciding what to do”
- Seeking that thing that has an emotional **and** practical elements

# Start with Why



Watch Simon Sinek's TED video at: <http://www.youtube.com/watch?v=qp0HIF3Sf14>

# Conscience

- Conscience is an aptitude, faculty, intuition or judgment of the intellect that distinguishes right from wrong.
- The "voice within"

# Leadership Behaviors – Today?

- How do your leaders encourage and support the new ideas people have?
- What do your leaders do when people step up and work "outside their box" to "do the right thing" even if it's not in the "rules"?
- What are the behaviors leaders display that show they encourage and support employees "thinking" rather than just "showing up and filling their seat?"

# Leadership Behaviors – Ideal

- Leaders need to be accountable and responsible for their own behaviors and enable the same within their employees
- Servant leadership means recognizing that humility is the cornerstone of leadership. It's all about having an attitude of "I'm here to help you reach your goals!" as opposed to "I'm in charge and you're here for me."
- Leaders acting consistently in ways that model values, performance, culture and most importantly, personal responsibility



# A Spin on the Role of Steward

- When standards are not rigorously upheld and inadequate performance is allowed to endure in leadership ranks, the effect is not only to rob an enterprise of some of its potential. It is to lose the standards themselves and let the most important capabilities of leadership succumb to atrophy. (Peter Drucker)
- Crucial conversations must take place
- Leaders must be trained to handle difficult conversations; they must know their style and how the convo will come across with the employee
- Leaders must become coaches

# Questions You Want to Hear

- “What action can I take to help them succeed?”
- “How can I add value by doing what I don’t have to do”
- “How can I solve the problem?”
- “What can I do to contribute?”
- “How can I help the organization succeed?”
- “What can I do to expand my personal impact?”
- “How can I rid blame from my life?”

# Role of Cultural Steward

- What are you doing to elevate the ideal leadership behaviors in your culture?
- How can you help leaders to be better coaches to their employees?
- Who can I serve today?
- From *Flipping the Switch*: Ownership does not require having an equity stake in the organization or holding an official position of leadership. It simply means facing problems head-on instead of blaming, complaining, procrastinating, or making excuses. ***Ownership is personal accountability in its purest form.***

# Leadership Learning Moment – Tap Into Employees’ Discretionary Energy

We all like to engage in discretionary spending. Tapping into an employee’s **discretionary energy** can be just as rewarding. What is discretionary energy? It’s that willingness to go “above and beyond,” give the extra effort, have a personal commitment to excellence or provide creativity that enhances the team. An employee’s discretionary energy can be tapped when she feels connected to the company and valued as an employee. She is confident in her leader, clearly knows what is expected of her and knows that your communication and actions will be consistent and reliable.

**Make deposits to the energy bucket or fund.** Positive work relationships, effective performance management, open communication, rewards and recognition all make **deposits** into an employee’s discretionary energy fund. With an adequate balance, employees easily make withdrawals and go the extra mile for you. Take a moment to draw a box or bucket for each of your employees. The box represents the Discretionary Energy Bucket or Fund. Now draw the water line for each employee. What steps can you take with each employee to fund her energy bucket?

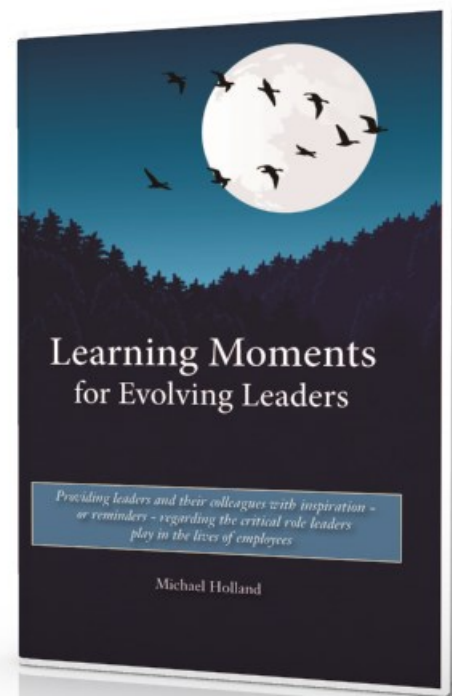
Is the bucket full? Then what steps can you take to cash in on some of that energy?

# Your Charge

- Listen carefully to the questions being asked within the organization; are they owned or blaming?
- Find the Why of your organization; find your Why.
- Think about what it would look like if . . .
  - . . . the senior leadership team was functional and behaving in ways that support each other?
  - . . . employees were serving each other: What Can I Do to Help You?
- Ponder the level of conscience within your organization?
- What can you do right now to serve your leaders?
  - 1.
  - 2.
  - 3.

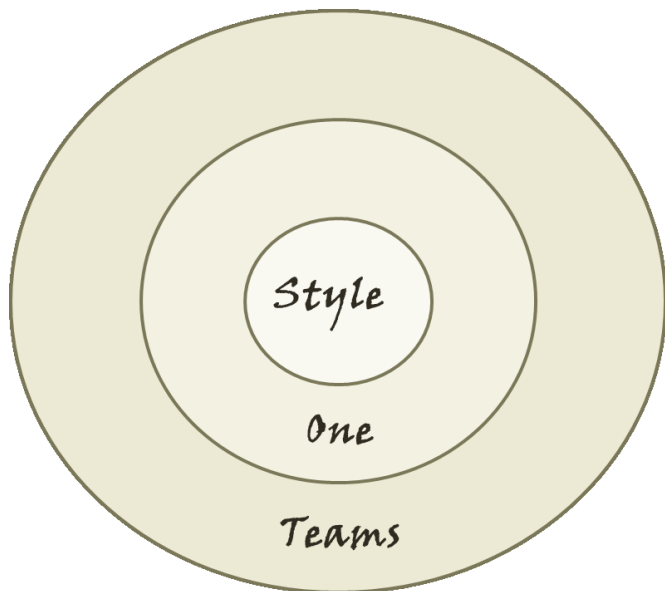
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# Building Talented Leaders

*Build from the core out: Deep self-awareness of one's leadership style enables opportunity to build relationships which allows for forming cohesive teams.*



- **Personal Leadership Style** – Solidifying your core leadership muscles, clarifying the role you play and developing deep awareness of your personal leadership style and how best to maximize that style.
- **One-to-One Management** – Move out to work directly with employees cultivating and embracing new routines to build mature, trusting relationships and engage employees.
- **Building Mature Teams** – Expand your horizon to influence and motivate others to actively build cohesive teams.