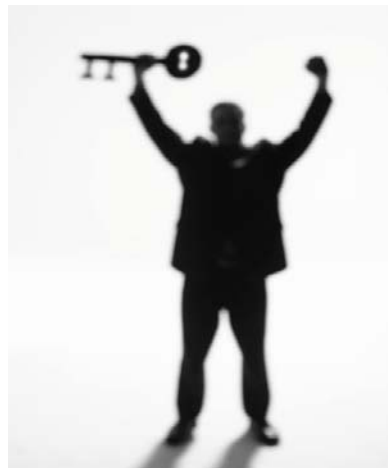




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Accountability-Based Workplace

A key to a High Performance Culture



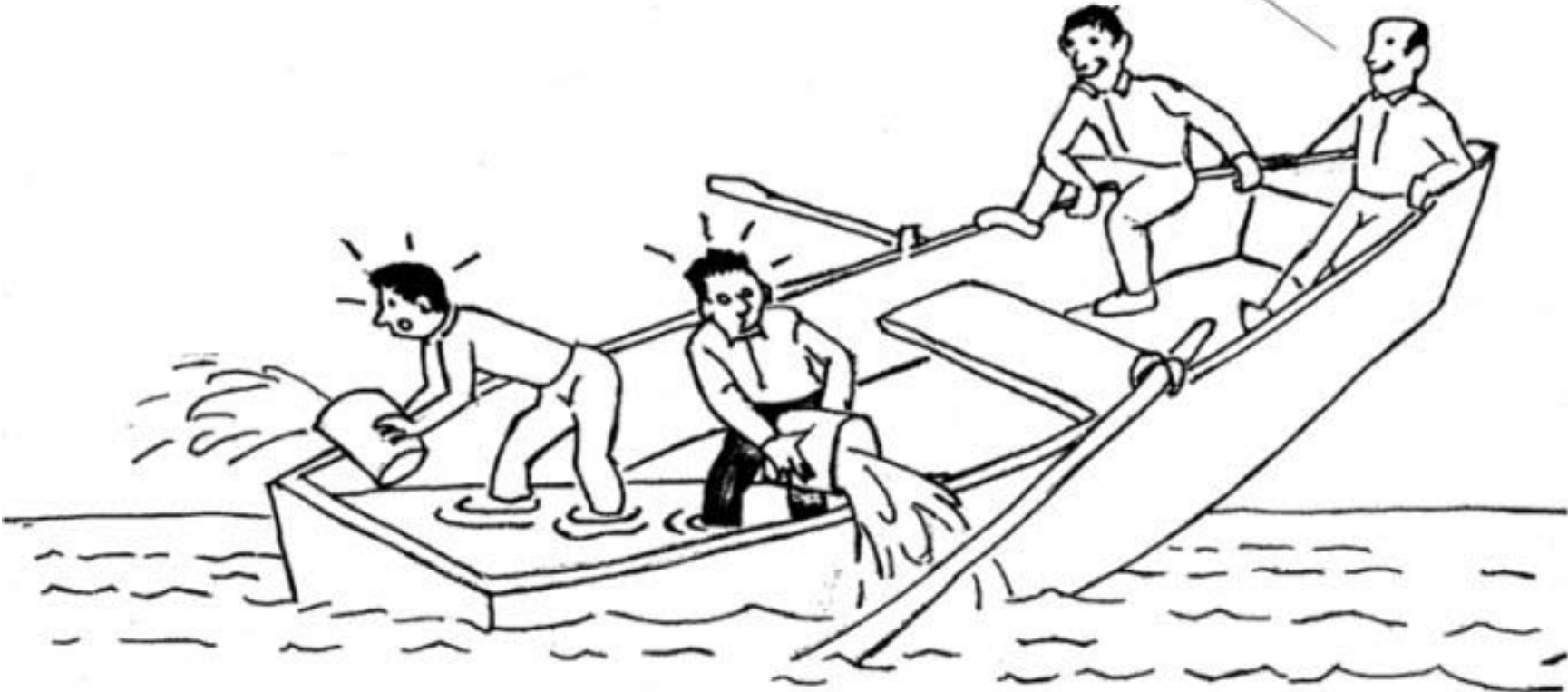
Elie Wakil



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Sure glad the hole isn't at our end.





What is accountability?

- It is clear who is responsible for making decisions, taking actions
- It is clear who is responsible to who and for what
- There are clear processes for making sure that these responsibilities are taken seriously
- **Responsibility is individual not shared**
- Making sure that each individual is supported to act responsibly





Accountability Defined ...



**Owning the consequences of your choices
in delivering the agreed to results
and
helping other people do the same**



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Accountability has become ...

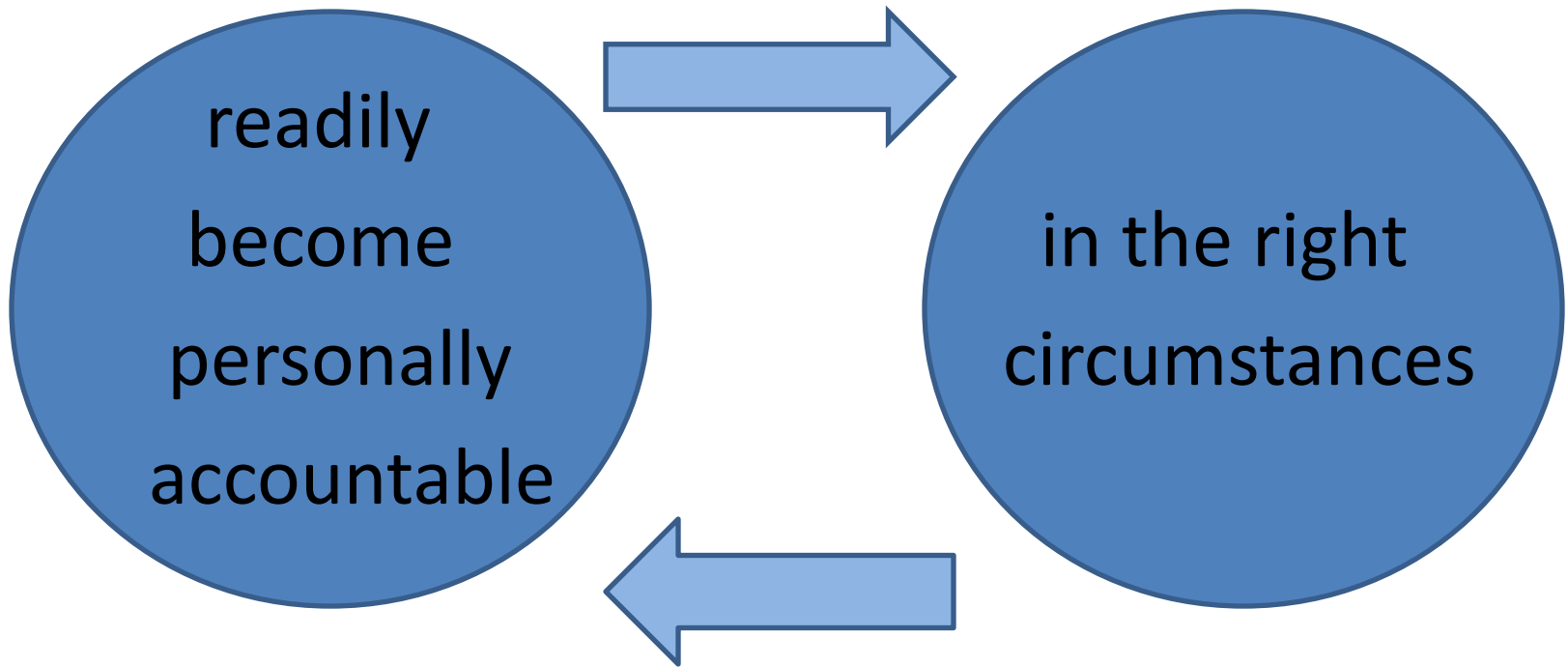
Most perplexing
people issue

Complain,
“If only people
would be
accountable.”

TAKE
OWNERSHIP



Top-knowledge workers



Accountability is ...

- Personal – responsibility is dedicated to one person
- Clear lines of authority
- Clear roles and responsibilities



Principles of accountability

1. Responsibility and authority is pre-determined and clear
2. Guidance and support is provided
3. The way that responsibility and authority is exercised (performance) is **monitored and assessed**
4. Action can be taken for positive and negative **behavior**



Accountability and structure

- Know who is responsible for what
- Clearly see where the authority lies
- Understand how a concern or a complain can be addressed and to whom ?
- Be assured there is a fair system in place for the concerns to be addressed



Two sides of organizational accountability

Internal: (accountability to one another)

- Roles and responsibilities are clearly defined
- Support is provided
- Everyone knows who they are responsible to
- Clear system of how good/bad performance is rewarded/addressed



External: (accountability to others)

- Communities, members and other stakeholders perceive your institution with confidence because of the internal accountability
- External concerns can be raised and clearly addressed
- It is easy to find out about the institution's processes for doing this



Accountability mechanisms



who is accountable...



what for ...



how or by what means

→ This is an ***accountability mechanism***

→ These can be:

- *Codes of conduct*
- *Annual reviews*
- *Performance assessments*
- *Written rules, systems, policies, processes.....*



Exercise

- Identify 2 to 3 ways that accountability in your institution can be improved
(Re: accountability mechanism)

A piece of brown cardboard with a jagged hole, revealing the word "Transparency" in bold black text on a white background. The cardboard is textured and the hole is irregularly shaped, with the word centered within the opening. The background behind the hole is a plain white surface.

Transparency

What is transparency?

- Relates to honesty and openness
- Aims to prevent corruption and the perception of corrupt behavior
- Refers to information, decision making and use of resources



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Transparency is...

- Being clear about what your purpose, aims, activities and structures are
- Declaring conflicts of interest
- Making information publicly available (routinely not only when it is requested)
- Being consultative
- Being committed to accuracy and integrity



For example

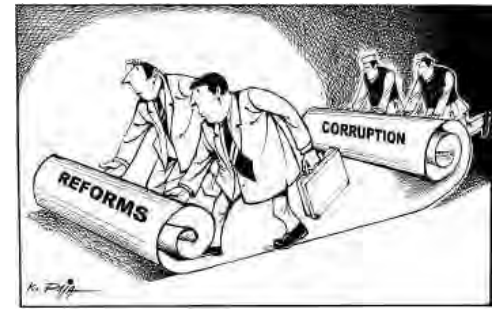
- Printing and distributing an annual report each year
- Making your accounts easily available if needed
- Having a strategic plan and periodically assessing progress against the plan
- Providing updates to community & stakeholders
- Literally... something is transparent when we can see through it!



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Corruption is ...



- Abusing your position of power for private gain
- Misusing resources including financial resources
- Hiding the way that decisions are made

Why is transparency important?

- It shows our communities, members, stakeholders, partners that we are being behaving ethically
- Builds confidence in us
- Sets standards for others in our institution
Remember that with transparency,

Perception is as Important as Reality!



Discuss

- Example of corrupt, secretive, evasive behaviors
- Examples of how these behaviors might be resolved by more transparent behavior



Discuss: Transparency in your institution


- Identify two ways that transparency could be improved in your organization



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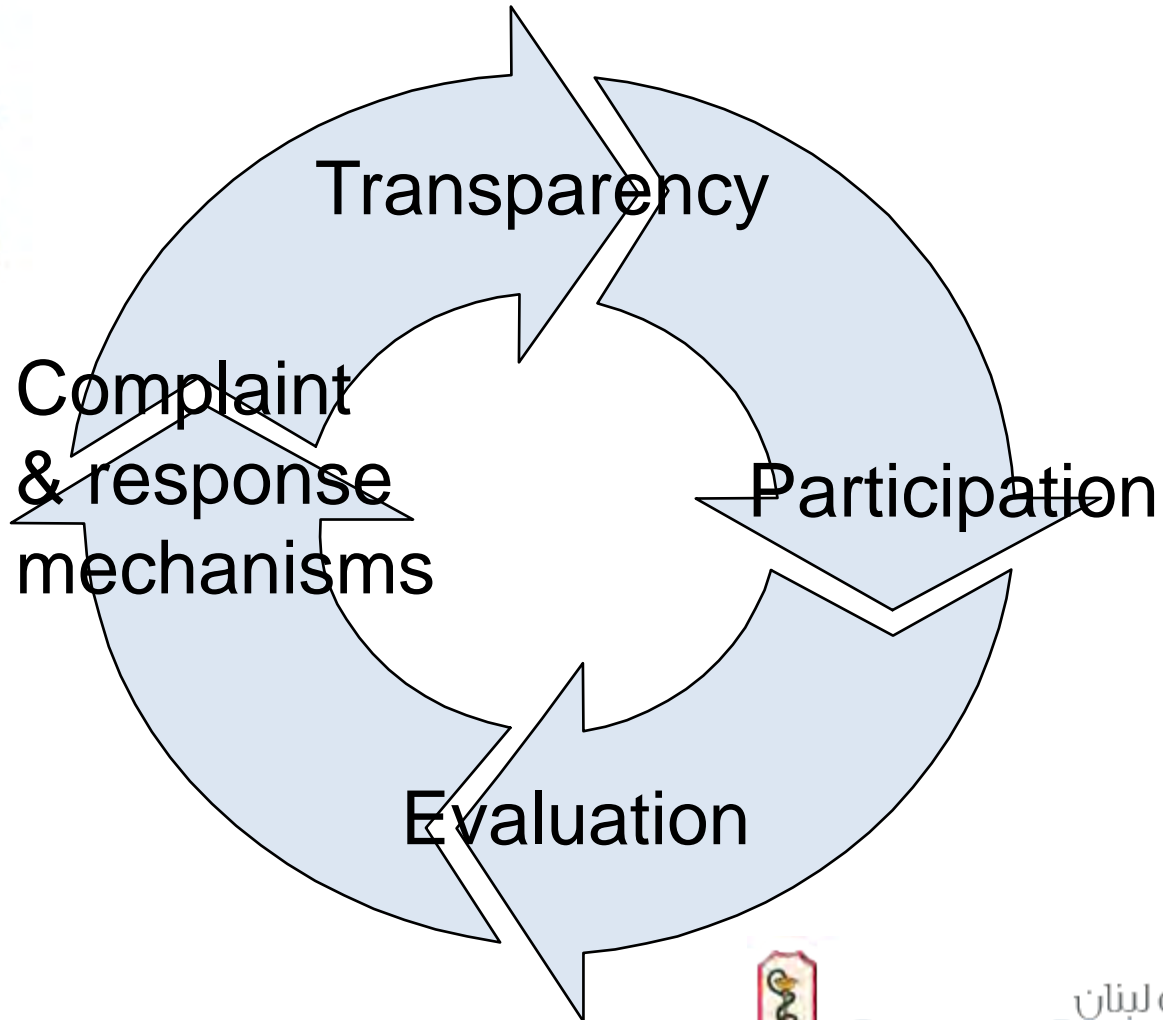


To summarize ...

- Accountability is about clear roles and responsibilities and systems to support this (**behaving responsibly**)
- Transparency is about accurate information being made openly and easily available (**behaving honestly**)
-  a good organization will have clear roles and responsibilities as well as widely available information about itself



Increased Accountability



A brown cow is positioned on the left side of the frame, looking towards the right. The background features a winding asphalt road with white dashed lines, curving through a vibrant green field. The sky is bright blue with scattered white clouds. The overall scene is bright and clear.

"Now What?"

It's a question we've been hearing a lot lately.

Tim Wilson



→ Levels of Personal Accountability

PREVENTION





The 3 C's of Accountability



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Accountability exists when these three elements exist:

1. **C**lear request from a superior
2. **C**ommitment from the person to complete the assignment
3. **C**onsequences for performance



1. Clear request

a- clear direction → spell out clearly the outcome expected

b- enhance dialogue



2- **Commitment** to complete the assignment

- Understand the importance of the assignment
- Clarify expectations
- Consequences for company and individual



3- Consequences for performance:

- Your work should not be displaced by other work
- Understand and feel importance of your work when it is accomplished



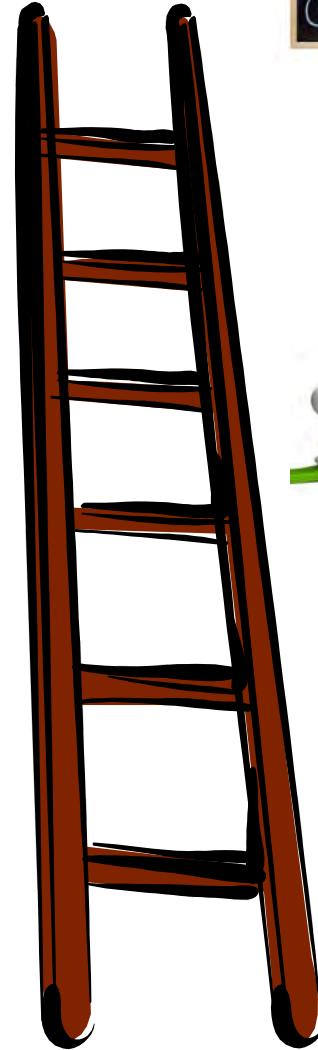


Critical Questions

1. Is there a priority scale to allocate time/resources?
2. Is the environment free from conflicts?
3. Is there a commitment to operating values?
4. Are leaders prepared to deal with those not willing to be accountable ?
5. Are leaders willing to empower accountable employees?
6. Are employees allowed to think, meet and discuss openly ?
7. Are employees technically competent?
8. Is there a Leadership ready to help in the process of transformation?
9. Are ALL people concerned committed to decisions taken?



TAKE
OWNERSHIP



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